



SFO

serious
fraud
office

Serious Fraud Office

Returns : 427

Response rate : 80%

Civil Service People Survey 2017



Strength of association with engagement



Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.

Engagement Index

67%

Difference from previous survey 0

Difference from CS2017 +6 ✧

Difference from CS High Performers +2 ✧

My work

76%

Difference from previous survey 0

Difference from CS2017 0

Difference from CS High Performers -4 ✧

Organisational objectives and purpose

90%

Difference from previous survey 0

Difference from CS2017 +8 ✧

Difference from CS High Performers +3 ✧

My manager

69%

Difference from previous survey 0

Difference from CS2017 0

Difference from CS High Performers -3 ✧

My team

79%

Difference from previous survey 0

Difference from CS2017 -1

Difference from CS High Performers -5 ✧

Learning and development

56%

Difference from previous survey +3

Difference from CS2017 +3 ✧

Difference from CS High Performers -1

Inclusion and fair treatment

78%

Difference from previous survey 0

Difference from CS2017 +1

Difference from CS High Performers -2 ✧

Resources and workload

79%

Difference from previous survey +1

Difference from CS2017 +6 ✧

Difference from CS High Performers +4 ✧

Pay and benefits

23%

Difference from previous survey -6 ✧

Difference from CS2017 -7 ✧

Difference from CS High Performers -14 ✧

Leadership and managing change

51%

Difference from previous survey -3

Difference from CS2017 +4 ✧

Difference from CS High Performers -1



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The table below shows how you performed on each of the nine themes ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
Leadership and managing change		51%	-3	+4 ✧	-1
My work		76%	0	0	-4 ✧
My manager		69%	0	0	-3 ✧
Resources and workload		79%	+1	+6 ✧	+4 ✧
Learning and development		56%	+3	+3 ✧	-1
Pay and benefits		23%	-6 ✧	-7 ✧	-14 ✧
My team		79%	0	-1	-5 ✧
Organisational objectives and purpose		90%	0	+8 ✧	+3 ✧
Inclusion and fair treatment		78%	0	+1	-2 ✧



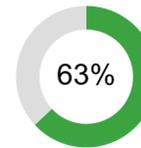
Strength of association with engagement



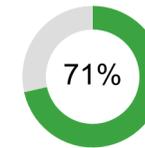
Statistically significant difference from comparison

Wellbeing

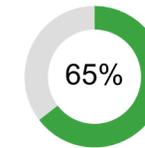
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



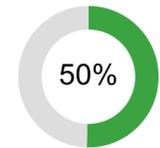
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



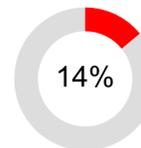
W03. Overall, how happy did you feel yesterday?



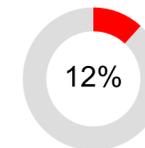
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

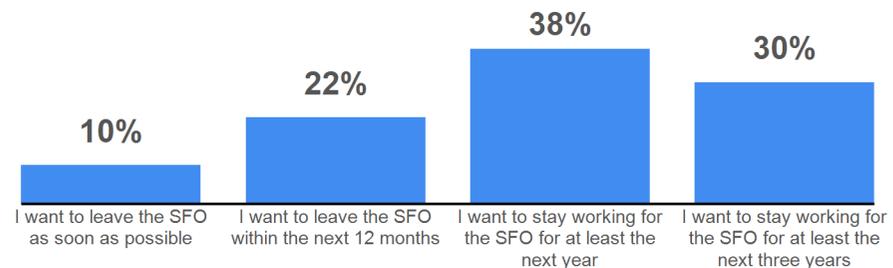


During the past 12 months have you personally experienced discrimination at work?



During the past 12 months have you personally experienced bullying or harassment at work?

Your plans for the future





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Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B31	I have the skills I need to do my job effectively	91%	B53	Where I work, I think effective action has been taken on the results of the last survey	49%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	62%
B01	I am interested in my work	91%	B43	When changes are made in the SFO they are usually for the better	49%	B35	I feel that my pay adequately reflects my performance	56%
B07	I understand how my work contributes to the SFO's objectives	90%	B42	I feel that change is managed well in the SFO	42%	B36	I am satisfied with the total benefits package	48%
B06	I have a clear understanding of the SFO's objectives	90%	B45	I have the opportunity to contribute my views before decisions are made that affect me	36%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	45%
B54	I am trusted to carry out my job effectively	89%	B59	Senior Managers in the SFO actively role model the behaviours set out in the Civil Service Leadership Statement	33%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	42%



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Civil Service People Survey 2017

All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

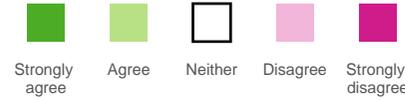
My work

76% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B01 I am interested in my work



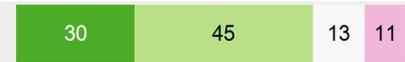
91%

0

+1

-1

B02 I am sufficiently challenged by my work



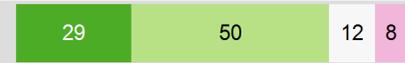
74%

0

-6 ◆

-9 ◆

B03 My work gives me a sense of personal accomplishment



78%

+4 ◆

+2 ◆

-1

B04 I feel involved in the decisions that affect my work



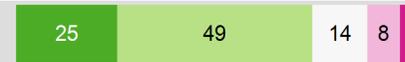
60%

0

+2 ◆

-4 ◆

B05 I have a choice in deciding how I do my work



74%

-3 ◆

-1

-6 ◆

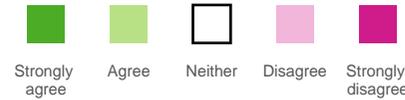
Organisational objectives and purpose*

90% 0

Difference from previous survey

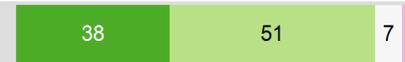


Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

B06 I have a clear understanding of the SFO's objectives



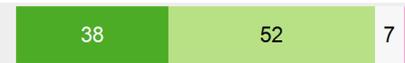
90%

0

+9 ◆

+4 ◆

B07 I understand how my work contributes to the SFO's objectives



90%

+1

+7 ◆

+3 ◆



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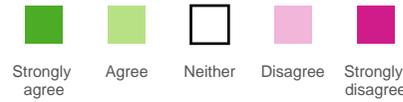
My manager

69% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	25	46	17	8	8	71%	+1	+1	-3 ◆
B09 My manager is considerate of my life outside work	47	42	7	7	7	89%	-1	+5 ◆	+2 ◆
B10 My manager is open to my ideas	38	45	9	5	5	83%	+1	+1	-2 ◆
B11 My manager helps me to understand how I contribute to the SFO's objectives	24	42	25	7	7	66%	+1	0	-5 ◆
B12 Overall, I have confidence in the decisions made by my manager	32	46	12	7	7	78%	-2	+3 ◆	-1
B13 My manager recognises when I have done my job well	33	46	13	5	5	79%	+1	0	-4 ◆
B14 I receive regular feedback on my performance	20	39	23	14	14	59%	0	-9 ◆	-14 ◆
B15 The feedback I receive helps me to improve my performance	19	41	26	11	11	60%	+1	-3 ◆	-7 ◆
B16 I think that my performance is evaluated fairly	22	45	24	5	5	67%	+1	+1	-3 ◆
B17 Poor performance is dealt with effectively in my team	11	31	32	17	9	42%	-5 ◆	+2 ◆	-2



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My team

79% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	36	49	11	2	2	85%	+1	0	-3 ◆
B19	The people in my team work together to find ways to improve the service we provide	31	49	13	5	2	80%	+1	-2 ◆	-4 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	26	46	17	7	2	73%	-1	-3 ◆	-7 ◆

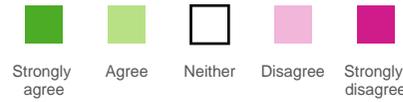
Learning and development

56% +3

Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	13	50	19	13	5	63%	0	0	-6 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	15	44	27	9	5	59%	+3 ◆	+7 ◆	+1
B23	There are opportunities for me to develop my career in the SFO	13	33	26	18	10	46%	+3	0	-9 ◆
B24	Learning and development activities I have completed while working for the SFO are helping me to develop my career	14	41	25	11	8	56%	+5 ◆	+9 ◆	+4 ◆



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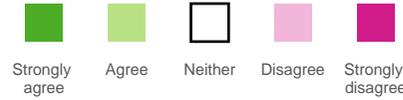
Inclusion and fair treatment

78% 0

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25	I am treated fairly at work	32	48	9	7	7	80%	-1	0	-3 ◆
B26	I am treated with respect by the people I work with	35	49	8	7	7	84%	-1	-1	-4 ◆
B27	I feel valued for the work I do	27	44	15	10	7	70%	+4 ◆	+5 ◆	-2
B28	I think that the SFO respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	46	14	5	7	77%	-3 ◆	+1	-2 ◆

Resources and workload*

79% +1

Difference from previous survey



Strength of association with engagement



*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29	I get the information I need to do my job well	18	57	14	8	7	76%	+2	+6 ◆	+2
B30	I have clear work objectives	21	53	16	8	7	74%	+1	-2	-6 ◆
B31	I have the skills I need to do my job effectively	32	59	7	7	7	91%	0	+3 ◆	0
B32	I have the tools I need to do my job effectively	21	55	12	9	7	76%	-1	+6 ◆	-1
B33	I have an acceptable workload	17	58	10	12	7	75%	+4 ◆	+14 ◆	+8 ◆
B34	I achieve a good balance between my work life and my private life	30	51	9	7	7	81%	+1	+12 ◆	+7 ◆



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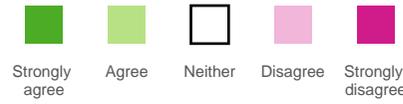
Pay and benefits

23%

-6 ◆ Difference from previous survey



Strength of association with engagement



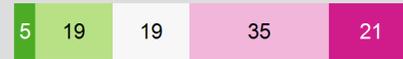
% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

B35 I feel that my pay adequately reflects my performance



25%

-8 ◆

-6 ◆

-12 ◆

B36 I am satisfied with the total benefits package



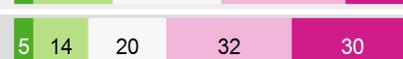
25%

-3 ◆

-9 ◆

-16 ◆

B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable



19%

-6 ◆

-7 ◆

-14 ◆

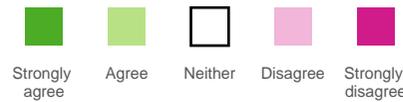
Leadership and managing change*

51%

-3 Difference from previous survey

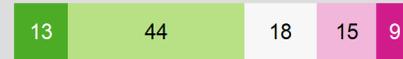


Strength of association with engagement



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B38 Senior Managers in the SFO are sufficiently visible



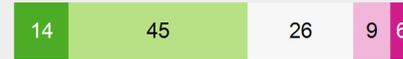
58%

-5 ◆

-2 ◆

-11 ◆

B39 I believe the actions of Senior Managers are consistent with the SFO's values



59%

-2

+5 ◆

-1

B40 I believe that the senior management team have a clear vision for the future of the SFO^



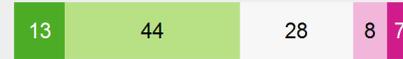
56%

+1

+8 ◆

+2

B41 Overall, I have confidence in the decisions made by the SFO's Senior Managers



57%

-6 ◆

+8 ◆

+2 ◆

B42 I feel that change is managed well in the SFO



37%

-3 ◆

+4 ◆

-3 ◆

B43 When changes are made in the SFO they are usually for the better



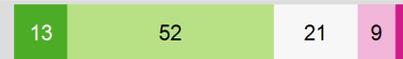
37%

-6 ◆

+4 ◆

-4 ◆

B44 The SFO keeps me informed about matters that affect me



65%

-1

+7 ◆

0

B45 I have the opportunity to contribute my views before decisions are made that affect me



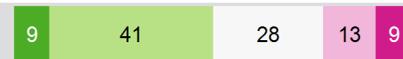
38%

-2

0

-9 ◆

B46 I think it is safe to challenge the way things are done in the SFO



50%

+1

+4 ◆

-3 ◆



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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of the SFO	30	46	21			76%	-2	+14 ◆	+7 ◆
B48 I would recommend the SFO as a great place to work	21	40	27	9		60%	-3 ◆	+5 ◆	-2 ◆
B49 I feel a strong personal attachment to the SFO	21	35	27	13		56%	-3 ◆	+7 ◆	0
B50 The SFO inspires me to do the best in my job	21	35	29	12		56%	-2	+8 ◆	+2
B51 The SFO motivates me to help it achieve its objectives	19	37	27	12		56%	+4 ◆	+10 ◆	+3 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that Senior Managers in the SFO will take action on the results from this survey	10	41	27	13	10	51%	-7 ◆	+1	-7 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	8	23	49	11	10	31%	-5 ◆	-6 ◆	-14 ◆



All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	33	57	6			89%	+1	+1	-1
B55 I believe I would be supported if I try a new idea, even if it may not work	21	51	17	8		72%	+1	+1	-4 ◆
B56 In the SFO, people are encouraged to speak up when they identify a serious policy or delivery risk	18	48	20	10		66%	New	0	-5 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	18	48	17	13	5	65%	New	+2	-3 ◆
B58 The SFO is committed to creating a diverse and inclusive workplace	25	52	16			77%	New	+4 ◆	0

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Senior Managers in the SFO actively role model the behaviours set out in the Civil Service Leadership Statement	12	39	33	12		51%	0	+4 ◆	-4 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	22	48	21	5		70%	+7 ◆	+4 ◆	-2 ◆

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	5	30	20	35	10	35%	New	-8 ◆	-20 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	5	26	28	31	11	31%	New	-6 ◆	-14 ◆



All questions by theme

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Wellbeing



Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

W01 Overall, how satisfied are you with your life nowadays?	14	22	51	12	63%	-3 ◆	-3 ◆	-5 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	17	51	20	71%	+2	0	-2
W03 Overall, how happy did you feel yesterday?	13	22	47	17	65%	0	+1	-1

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



W04 Overall, how anxious did you feel yesterday?	21	29	23	27	50%	0	+2	-1
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All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the SFO?

			Difference from previous survey	Difference from CS2017	Difference from CS High Performers
I want to leave the SFO as soon as possible		10%	0	+1	-2
I want to leave the SFO within the next 12 months		22%	+2	+7 ◆	+4 ◆
I want to stay working for the SFO for at least the next year		38%	-2	+5 ◆	0
I want to stay working for the SFO for at least the next three years		30%	-1	-14 ◆	-22 ◆

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		12	88%	+1	-4 ◆	-7 ◆
D02. Are you aware of how to raise a concern under the Civil Service Code?		33	67%	+1	-1	-7 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the SFO it would be investigated properly?		31	69%	+1	-1	-6 ◆

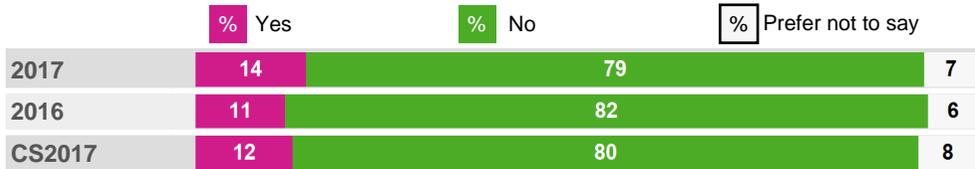


All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Discrimination, harassment and bullying

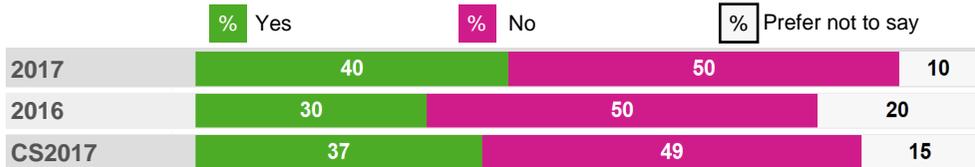
E01. During the past 12 months have you personally experienced discrimination at work?



E03. During the past 12 months have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.
E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.
E06. In your opinion, has this issue been resolved?



For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	13
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	19
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	10
Any other grounds	15
Prefer not to say	10

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

	Response Count
A colleague	18
Your manager	11
Another manager in my part of the SFO	11
Someone you manage	--
Someone who works for another part of the SFO	12
A member of the public	--
Someone else	--
Prefer not to say	--

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'



SFO

serious
fraud
office

Returns : 427

Response rate : 80%

Serious Fraud Office

Civil Service People Survey 2017

All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Serious Fraud Office questions

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01	I am optimistic that on its current path the SFO will be a better place to work in a year from now than it is today	9	34	38	14	5	43%	-4 ◆
F02	I believe that the SFO is committed to ensuring that all staff are treated with dignity and respect in the workplace	21	57	12	7	2	78%	+2
F03	I am confident that consistent action in accordance with relevant policies would take place if I reported bullying, harassment or discrimination	18	50	18	10	5	68%	-2
F04	My manager helps me to identify what I need to do to develop my career in the SFO	17	43	24	11	5	60%	+7 ◆
F05	I have a clear understanding of what I need to do to develop my career in the SFO	14	44	24	12	6	58%	+5 ◆
F06	I feel that the SFO is serious about enhancing the performance of all managers	11	38	33	11	7	49%	-3 ◆
F07	I am confident that Performance Appraisal standards are applied consistently across the SFO	6	23	37	20	14	29%	+2
F08	My team shares best practice and uses learning opportunities to improve the way things are done	17	53	17	10	3	69%	+3 ◆
F09	I feel that my skills, knowledge and experience are fully utilised in the job I do	15	44	16	16	9	58%	-1



Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2017 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✨

Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2017 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as shown below. Themes with a full 4-bar icon have the strongest association with engagement.

strength of association
with engagement



the analysis has not identified a
significant association with engagement

Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

Confidentiality

The survey was carried out as part of the 2017 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.